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Leading Community Risk Reduction

Identifying a Process to Clarify the Stakeholders

of the North Maine Fire Protection District

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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Abstract

The problem was the North Maine Fire Protection District (NMFPD) did not know how to formally identify its stakeholders. The purpose of the applied project was to identify a process to clarify the stakeholders of the NMFPD. Descriptive research methodology was used to answer the following: (a) What are stakeholders, (b) how do public sector entities identify their stakeholders, (c) what methods do other fire departments employ to identify their stakeholders, and (d) how can the NMFPD identify its stakeholders?

Literature review findings and survey data were analyzed. Results revealed that the NMFPD and other fire departments can clearly identify stakeholders by (a) listing all potential stakeholders, and (b) prioritizing the listed stakeholders based on their interests, power, and accessibility.

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Identifying a Process to Clarify the Stakeholders
of the North Maine Fire Protection District

Introduction

Public service agencies can no longer rely on unconditional public support. Residents and elected officials are asking agencies to do more with less (Bryson, 1988). The fire service is a prime example. Fire departments have traditionally been positively viewed by their citizens. Society is changing. “These changes include new expectations of the citizens served by the fire service-such as the greater accountability for the use of public resources and improving the overall efficiency of programs and services.” (Federal Emergency Management Agency [FEMA], 1996, p. 6). Modern day fire departments must find ways to meet these new expectations or risk losing community support. Wallace (2000) believes fire departments must fully understand the needs and motivations of their stakeholders if they are to meet their expectations. By doing so, fire departments can tailor their services to the unique requirements of the community. Therefore, it is imperative to include input from all stakeholders when planning and delivering services.

The NMFPD must solicit input from its stakeholders in order to understand their needs and expectations. The NMFPD needs to identify stakeholders that are important to building community support. The problem is the NMFPD does not know how to formally identify its stakeholders. Imperative information may be missed if the NMFPD cannot successfully identify key stakeholders, which lead to its inability to develop appropriate services. The purpose of this applied research project is to identify a process to clarify the stakeholders of the NMFPD.

Descriptive research methodology is used to answer the following research questions: (a) What are stakeholders, (b) how do public sector entities identify their stakeholders, (c) what methods do other fire departments employ to identify their stakeholders, and (d) how can the NMFPD identify its stakeholders?

Background and Significance

The NMFPD is a contemporary full service provider of emergency services including fire suppression, emergency medical service, technical rescue (structural collapse, confined space, high angle, and trench), underwater rescue and recovery, and hazardous materials response and mitigation. Personnel respond to approximately 2,500 calls for service annually from a single station that covers four square miles (North Maine Fire Protection District [NMFPD], 2006). Staffing consists of 22 professional sworn firefighters and firefighter paramedics, one civilian fire marshal, and one administrative assistant.

Non-emergency functions include a fire prevention program consisting of fire and life safety code enforcement, public fire safety education, and fire investigation. The NMFPD recently passed a residential fire sprinkler ordinance that requires sprinklers in all new construction. It also provides an extensive public education program which includes a fire safety curriculum for public and private kindergarten through twelfth-grade schools, cardiopulmonary resuscitation (CPR) and first aid training, and citizen emergency response team (CERT) training in conjunction with its local emergency management agency (EMA).

The NMFPD is funded exclusively through property taxes and user fees which totaled 2.8 million dollars in 2006. Expenditures in that same year were 3.2 million dollars (NMFPD, 2006). The NMFPD has experienced financial difficulty due to lost annexations, increased operating costs, and county wide tax caps. These external factors still threaten the district. The NMFPD has realized an average deficit of approximately \$500,000.00 each year over the past four years (NMFPD, 2007). The NMFPD has not been able to generate enough revenue to cover their costs.

The immediate future is a bit brighter. In April of 2005 the NMFPD residents approved a tax rate increase referendum. Over the next four years the increased tax revenues will help the NMFPD get closer to balancing their budget. In August of 2005, the NMFPD attempted to implement cost saving operational changes that were immediately resisted by the department's rank and file. The perception that changes were unnecessary and poor communication on the leadership side was the stated reasons for the resistance. As a result, the NMFPD attempted to implement a strategic planning process to properly communicate the intentions of proposed changes in order to gain personnel support. All department members were asked to participate anonymously in a survey that asked them to identify the district's strengths, weaknesses, opportunities, and threats. The goal was to get feedback from all personnel on their perception of the NMFPD's current state. Out of 25 personnel who were asked to participate, only eight accepted due to a variety of reasons, and therefore the planning process stalled.

Another attempt at a comprehensive planning process began during the first quarter of 2007. Wallace (2006) stresses the importance of including stakeholder input into any planning process. The NMFPD's mission is to protect lives, property, and the environment. In order to ensure continued exemplary emergency fire and life safety services the NMFPD must carefully identify and select organizational goals that are reasonably attainable with the limited resources it has. Goals must be prioritized in order to accomplish the greatest good for the residents that it serves while still providing for the welfare of its personnel. Therefore, it is imperative that the NMFPD accurately identify stakeholders to attain necessary input in order to develop services that will meet the needs and expectations of its stakeholders and citizens.

The importance for the NMFPD to successfully identify stakeholders directly relates to a key concept in the *Leading Community Risk Reduction Course* (NFA, 2005, November):

Risk in the community is a community problem. The process of community risk reduction also must involve the community: its leaders, its groups, its neighbors, etc. Any community risk reduction process that fails to engage the community and its citizens is doomed to fail (p. SM 0-16).

The stated United States Fire Administration (USFA) Operational Objective, “to promote within communities a comprehensive, multi-hazard risk reduction plan led by the fire service organization” (NFA, 2005, October, p. II-2), is attained by implementing the research findings to identify stakeholders that will assist in the creation of appropriate services.

Literature Review

An extensive literature review provides the necessary foundation to identify a process to clarify who the stakeholders of the NMFPD actually are. Books, journals, and magazines are reviewed to provide the necessary meaning and structure to answer the following research questions: (a) What are stakeholders, (b) how do public sector entities identify their stakeholders, (c) what methods do other fire departments employ to identify their stakeholders, and (d) how can the NMFPD identify its stakeholders?

Several authors discuss the importance of soliciting and attaining stakeholder input when planning services (Aurnhammer, 2000; NFA, 2005, November; Wallace, 2006). When attempting to identify a process to clarify stakeholders, the word *stakeholder* must be defined. Cambridge Dictionaries Online defines stakeholder as “a person such as an employee, customer

or citizen who is involved with an organization, society, etc. and therefore has responsibilities towards it and an interest in its success” (2007). Hyman (2006) and Allen, Greenwood, Goodman, Major, and Nokes, (2003) add to the dictionary definition by suggesting that stakeholders are people or groups inside and outside of an organization that are affected by the success or failure of the organization to complete its mission.

Stakeholders can be a single person or a group of people that are affected by the organization. The complex definitions begin to reveal how diverse stakeholders can be in one organization. According to Young (2001) the general public doesn’t neatly fit into the single person or group of people definition. He further explains how hard it is to identify the general public as a single interest stakeholder because there is so much diversity in society today. Demographics, economics, cultural differences, ethnic influences, and technology issues must all be considered when trying to understand stakeholder needs (Wallace, 2006; Bennet & Forseman, 2003).

Today’s modern fire service delivers a multitude of different services. Fire departments must consider their stakeholder’s expectations and needs in order to provide quality services that lead to customer satisfaction and support. “The expectations of fire department stakeholders define their concept of quality service delivery” (Flemming, 1997, p.30).

Stakeholders can also be people or groups from inside the organization. Allen et al. (2003) Fleming (1997) and Wallace (2006) list employees and elected officials as internal organizational stakeholders. Feedback and support from internal stakeholders is equally important as that of external stakeholders. Elected officials have the final authority to determine

policy that governs the fire department in terms of setting policy, adopting fire protection and life safety codes, levying taxes and appropriating funds. Their support is imperative when planning services.

Employees have the most direct contact with community stakeholders. It is clear they will have a huge influence on customers' perceptions of quality service. The input that firefighters on the street provide is extremely valuable. They most likely will have the best insight to know what the community needs. Firefighters will be able to identify the resources they need to provide quality service as well as identify areas where customers needs and expectations are not being met (Wallace, 2000).

Many non-profit and public organizations have realized the need to properly identify the stakeholders who are either affected by or have an effect on the policies they pass or services that they provide. Hyman (2006, p. 1) suggests that nonprofit and public service organizations exist to serve their stakeholders. In order for any organization to accomplish its mission it must identify "the specific segments of the general public who care about your organizations work". Furthermore, for each of your organizational goals you will have different groups of stakeholders. In order to accurately identify people with important input, an evaluation of possible stakeholders must be completed.

Stakeholder analysis is a term used to label the process organizations use to evaluate stakeholders (Hyman, 2006; Wallace, 2006). Processes differ among organizations but the overall goals of each are similar. Each process involves listing current stakeholders then performing some type of analysis on each to determine their significance to the organization.

Techniques on how to list stakeholders vary. Verzuh (2005) believes that stakeholders should be identified and chosen by the roles they will play in a project. On the contrary, Allen et al. (2003) simply implies that stake holders will emerge because anyone with an opinion will choose how they will participate and make sure they are heard. Virginia Tech (1999) suggests that listing stakeholders can be facilitated by researching a communities' make-up, but in reality common sense, networking, and brainstorming identifies stakeholders. While the philosophies differ, each author agrees that the original list of stakeholders should be as comprehensive as possible and include both current and potential customers. Furthermore, the stakeholders must be listed specifically according to the goals that an organization is striving to attain. Stakeholders must also be listed according to the problems that are being addressed.

Once potential stakeholders are listed, there must be further evaluation of a multitude of factors. Organizations must prioritize key stakeholders based on their possible participation levels, agendas, and the interest and power each has (Hyman, 2006; Verzuh, 2005; VT, 1999). Stakeholder participation is limited by their knowledge of the issues and the availability of time they can dedicate to participating (VT, 1999). Donnelly (2002) suggests that stakeholders may have varying agendas that are in conflict with each other. These conflicts can have a negative effect on an organization's ability to achieve its mission. The interactions between competing stakeholder groups must be considered.

Stakeholders must be evaluated on their interest level and the power they have to affect outcomes. If a stakeholder group is simply not interested in the outcome of an initiative they will be unlikely to put forth effort to provide input. Stakeholders who have an interest are likely to

participate and add valuable insight to the project. Stakeholders also have varying degrees of power to affect an organization's ability to accomplish its mission. It is extremely important to engage the group of stakeholders that are highly interested in an initiative and have power to influence its outcome (Wallace, 2006; Young, 2001).

Organizations clarify key stakeholders by plotting them on grids according to the various factors such as power, interest, influence, and accessibility (Manktelow, 2003). For example, Manktelow (2003) illustrates a method to prioritize stakeholders by mapping them out on a Power/Interest Grid (Appendix A). It suggests stakeholders with high interest in an initiative and the power to affect its outcome are the ones that must be fully attended to and satisfied.

Organizations also clarify key stakeholders by listing them in a matrix according to (a) their role in a project, (b) key interests and issues, (c) potential impact, (d) resources they have, and (e) any thing that provides information to help clarify who they are (Manktelow, 2003).

The fire service must embrace stakeholder participation if it is to survive. Society is becoming more diverse and constantly changing. Fire departments must change with the times. To be effective, modern fire departments must be proactive to change by acquiring input from the people they serve (Donnelly, 2002; Flemming, 1997). Many fire departments engage in various types of strategic planning. Fire department leaders are becoming increasingly aware of the benefits of including stakeholders in their planning processes (Bennet & Forseman, 2003; Wallace, 2006). For example, when researching stakeholder views in relation to residential sprinkler legislation in New South Wales, Australia, Brown (2004, p.19) uses an unstructured interview with a knowledgeable stakeholder to help him identify key stakeholder groups to

include in his study. After interviewing them he summarized the stakeholder views according to: “(a) benefits to stakeholders, (b) disadvantages or risks to stakeholders, (c) resources that stakeholders have available, (d) power of stakeholders, and (e) interest of stakeholders”.

In summary, the literature supports the need to identify a process that will enable the NMFPD to clarify its stakeholders. The definitions of *stakeholder* highlight the fact that stakeholders must be evaluated thoroughly due to the diversity of their needs. Listing all the people who are interested in or affected by an organization’s policies or services illustrates the need to identify the essential stakeholders to include in the planning and development of appropriate services. Findings prove a need to further evaluate the list of all potential stakeholders to determine their ability to help organizations fully understand the needs of their constituents so goals can be set to efficiently meet them. Doing so will lead to greater citizen satisfaction and support.

Procedures

The purpose of this applied research project is to identify a process to clarify the stakeholders of the NMFPD. Qualitative descriptive research methods were used to gain insight to how other organizations accurately identify their stakeholders. The project began with literature searches conducted at the NFA’s Learning Resource Center (LRC) in Emmitsburg, Maryland between December 11, 2006 and December 22, 2006. The original concept for the project was to identify the residents and resident groups that the NMFPD serves. The goal was to find a way to create a higher level of customer awareness of what the NMFPD does. This, in turn, would result in increased citizen support. Many of the original searches revolved around

marketing strategies and market research. Early in 2007 the NMFPD began a strategic planning process. While researching literature pertaining to planning and customer service the need to involve stakeholders in fire department initiatives was identified. At this point a serious problem emerged. How can the NMFPD accurately identify their key stakeholders?

Further literature searches were conducted online via the NFA's LRC. Key words such as *Stakeholder*, *Stakeholder Theory*, *Strategic Planning*, and *Stakeholder Analysis* were used to identify books, journal articles, and Executive Fire Officer (EFO) applied research projects that could be used to answer the research questions. Potentially useful literature was ordered via the interlibrary loan (ILL) at the Indian Trails Public Library (ITPL). The key words were also searched at the ITPL and potentially useful books were reviewed. The key words were also searched online via Infotrac, a copyrighted database service that the ITPL subscribes to.

Limitations to the review include the assumption that all the findings are factual and unbiased. Also, the scope of the information researched was limited to the research questions. There may be pertinent information left undiscovered.

The *Identifying Fire Department Stakeholder Survey* (Appendix B) was distributed to all eighteen Mutual Aid Box Alarm System (MABAS) Division 3 Fire Chief's at their May 24, 2007 meeting in Glenview Illinois. The MABAS Division 3 Fire Chief's group was chosen based on the need for immediate feedback and geographical closeness to easily facilitate follow-up interviews. The author also has personal knowledge that five of the chief's lead fire departments that are fully accredited by the Commission on Fire Accreditation International (CFAI) and are required to have comprehensive strategic plans. Furthermore, the MABAS

Division 3 Fire Chief's were chosen for the goal of gathering local information versus universal information that could be found in published literature. Ten surveys were returned and the results were quantitatively and qualitatively analyzed.

The purpose of the *Identifying Fire Department Stakeholder Survey* (Appendix B) is to obtain information that will be analyzed to identify processes that fire departments use to clarify their key stakeholders. A definition of *stakeholder* was included to facilitate consistency in the respondents' answers. Questions 1, 2, and 3 were designed to identify the local fire departments that already have a formal process to identify their stakeholders. Question 4 was designed to identify the common factors that fire departments believe should be consider when identifying their stakeholders. The listed factors were commonly identified as important in published literature (Bennet & Forsman, 2003; Donnelly, 2002; Murdock, 2001). Question 5 was designed to identify key people and groups that fire departments consider to be key stakeholders. The choices were randomly selected by the author. Question 6 was designed to identify the chiefs who have formal stakeholder identification processes and their willingness to be interviewed about their process. Question 7 simply identifies the chiefs that would like to obtain a copy of the survey results.

Limitations to the *Identifying Fire Department Stakeholder Survey* (Appendix B) include:

- (a) The survey was only distributed to a relatively small group of fire chiefs from the same geographical area, (b) the survey didn't allow the chiefs to describe how they identified their stakeholders, and (c) there were no definitions included of the factors to be considered when identifying stakeholders. This can lead to inconsistent choices amongst the respondents.

Results

What are stakeholders? is answered during the literature review by looking at several different definitions of the term *stakeholder*. When evaluating various definitions it becomes evident that the term stakeholder has a multitude of components. This complexity does not allow the creation of a single definition that is applicable to all organizations. Furthermore, the definition within a single organization cannot be universally used. The term *stakeholder* must be considered in the context of the specific organization or initiative in which the stakeholder is involved. After reviewing the different definitions and components, stakeholder(s) is best defined by the author as “a person or group of people who are members of or involved with an organization and therefore can be affected by or can affect its success”.

How do public sector entities identify their stakeholders? is also answered during the literature review. While researching the definition of *stakeholder* it became clear that identifying stakeholders is not a simple task due to a multitude of factors. Findings point to the fact that there is great diversity in society and that stakeholders mirror that diversity. The stakeholders of any particular public sector entity have differing expectations and needs that must be considered when delivering services. As a result, simply listing people or groups that have an interest is not enough to clarify an organization’s stakeholders. Processes among public sector entities vary, however, there are several common steps that run throughout.

First, most agree that the first step in choosing any stakeholder is to list them. This author was unable to identify any formal process for doing this. However, most literature suggests that an organization should choose a small working group of people familiar with the organization to

brainstorm and list all obvious and potential stakeholders that may be interested in the initiative. Second, most agree the list must be narrowed down by analyzing and prioritizing stakeholders according to (a) their interests in the project, (b) the power they have to influence the successful outcome of the initiative, and (c) how easily accessible they are to influence. Third, most agree that stakeholders with the biggest interest in the initiative and greatest power to affect a positive outcome are the first priority. Finally, these stakeholders must be engaged in the organizations planning process and policy development. Methods to engage stakeholders are beyond the scope of this project.

What methods do other fire departments employ to identify their stakeholders? is answered during the literature review and by the *Identifying Fire Department Stakeholder Survey* (Appendix B). The literature confirms the need for fire service agencies to solicit stakeholder input when developing policy and planning services. Due to the diverse nature of fire department service delivery, properly identifying and clarifying stakeholders has been proved a difficult task. Just like other types of public service organizations, fire departments must begin their process of identifying and clarifying stakeholders by brainstorming and listing people or groups who may be interested in the fire department. Knowledgeable citizens can be solicited for help in this process because they are more apt to know the characteristics, concerns, and needs of the community. Once a list of potential stakeholders is established, it must be evaluated to prioritize whose input and participation to solicit. Similar to other public service organizations, fire department stakeholders should be assessed by their interests, power, and accessibility.

The *Identifying Fire Department Stakeholder Survey* (Appendix B) was designed to identify specific methods that other fire departments use to identify and clarify their stakeholders. Quantitative Analysis revealed that 70 percent of the fire departments that responded participate in a strategic planning process. One-hundred percent of the responding fire departments that do participate in a planning process solicit input from their stakeholders. However, none of them use a formal process to identify their stakeholders. Respondents who participate in planning and solicit stakeholder input indicated that they consider the following factors when identifying stakeholders (see Table 1).

Table 1
Identifying Stakeholder Factor Results

Factor	Frequency Chosen
Run Statistics	7
Cultural Diversity	7
Social Issues	6
Demographic Issues	6
Geographic Issues	6
Technological Issues	5
Economic Issues	5
Political Issues	4

When all respondents were asked to identify who they consider to be their key stakeholders, respondents chose the following responses (see Table 2).

Table 2**Key Stakeholders**

Stakeholder(s)	Frequency Chosen
Residents	10
Fire Department Personnel	10
Elected Officials	8
Community Leaders	8
Neighboring Fire Departments	8
Union Leadership	7
Civic Groups	5
Neighborhood Groups	4
Other Municipal Departments	4
Local Press	4
Service Provider Competitors	2

How can the NMFPD identify its stakeholders? is answered by applying the findings from the literature and survey results. Combining various steps that other fire departments and public service entities have used to identify and clarify their stakeholders will allow the NMFPD to accurately identify their stakeholders. Necessary process steps include: (a) brainstorming and listing all obvious and potential stakeholders that have an interest in a proposed initiative, and (b) prioritizing the listed stakeholders based on their interests, power, and accessibility. Factors to be considered when listing and analyzing stakeholders are: (a) run statistics, (b) cultural diversity, and (c) demographic, social, technological, geographic and economic issues.

Discussion

The purpose of the literature review and *Identifying Fire Department Stakeholder Survey* (Appendix B) is to identify information that becomes the foundation that the NMFPD can use to clarify their stakeholders. The *Identifying Fire Department Stakeholder Survey* reveals the fact

that 100% of survey respondents who participate in strategic planning initiatives solicit input from their key stakeholders. This finding illustrates the importance of gathering stakeholders' input during any strategic planning. Published literature supports this concept and even suggests that stakeholder analysis is an essential part of any strategic planning (Aurnhammer, 2001; NFA, 2005, November; Wallace, 2006). NFA (2005, November) warns that risk reduction programs are likely to fail without community input and support.

While a majority of the respondents do plan and solicit stakeholder input, none have a formal process to guide their stakeholder selection. This finding implies that, while fire departments realize the potential benefits of stakeholder input and participation, a standard process to guide the identification of key stakeholders is not commonly used. Stakeholder selection during the planning process is subjective in nature and its success dependant upon how well the fire department leaders know the community (Bennet & Forsman, 2003; Flemming, 1997; Wallace, 2000; Young, 2001).

The NMFDP, like the fire departments represented in the survey, offer a wide range of emergency and non-emergency services to a diverse population. The diversity of services and customers makes it clear that a multitude of factors must be considered when selecting stakeholders (Bennet & Forsman, 2003; Donnelly, 2002; Murdock, 2001). The diverse subjective nature of stakeholder identification and clarification proves the need for a process to ensure that all imperative information is considered.

Respondents who solicit stakeholder input considered the following factors when identifying key stakeholders: (a) run statistics; (b) cultural diversity; and (c) demographic, social,

technological, geographic and economic issues. Run statistics and cultural diversity were chosen by all respondents. This data suggests that both quantitative and qualitative analysis must be utilized to clarify stakeholders. For example, it is fairly easy to identify where and what types of responses a fire department handles. However, run statistics are generated for emergency responses only. While this quantitative data identifies who uses the service and where they live, it only addresses a small faction of the community. If only emergency response data is considered, a majority of the community would be omitted. On the contrary, cultural diversity and social issues must be analyzed qualitatively to properly identify the unique needs of stakeholders from these different factions (Flemming, 1997; Wallace, 2006; Young, 2001).

A majority of the respondents consider (a) residents, (b) fire department personnel, (c) elected officials, (d) community leaders, (e) neighboring fire departments, (f) and union leadership as their stakeholders (see Table 2 p. 20). These choices exemplify the diversity of stakeholders that should be considered when attempting to enlist community input and support. The literature supports this finding by suggesting that: (a) the initial list of stakeholders must be as inclusive as possible, and (b) should include people internal and external to the organization (Flemming, 1997; Hyman, 2006).

These research results point to many positive implications for the NMFPD. The stated purpose of this applied research project is to identify a process to clarify the stakeholders of the NMFPD. By researching published literature and analyzing the *Identifying Fire Department Stakeholder Survey* (Appendix B) a process to clarify NMFPD stakeholders was identified.

By utilizing research findings, the NMFPD will be able to apply process steps when trying to identify and clarify key stakeholders. This should result in the accurate selection of stakeholders. Research findings also provide specific factors to consider when utilizing the process. Finally, due to the diversity of the NMFPD Community, the need to prioritize stakeholders is evident.

Recommendations

While the immediate future is secure due to a successful property tax increase referendum, the NMFPD will inevitably be challenged in the near future by county imposed tax caps, annexations, and increasing operating costs. The NMFPD must continue to engage in a strategic planning process to develop organizational goals that are reasonably attainable within its limited resources. In order for the strategic planning process to be successful, the NMFPD must begin to utilize the following steps to identify and clarify their stakeholders: (a) brainstorm and list all obvious and potential stakeholders that have an interest in proposed initiatives, and (b) prioritize the listed stakeholders based on their interests, power, and accessibility. The next step, which is beyond the scope of this project and needs to be further researched by the author, is to solicit input from the identified stakeholders. Doing so will allow the NMFPD to understand their stakeholders' needs and expectations. The information can be used to develop organizational goals and programs that will satisfy their stakeholders' needs. Satisfying stakeholder needs will lead to greater customer satisfaction and community support.

Further research into stakeholder theory is necessary to fully understand how to acquire and use stakeholders' input. Due to the fact that society is constantly changing, the NMFPD must

find a way to continuously monitor its stakeholders' needs. Methods must be researched and adapted to evaluate whether or not the NMFPD is effectively serving its stakeholders.

In conclusion, the fire service must engage their stakeholders. Fire departments can no longer rely on unlimited support. Society has become very diverse and fire departments must learn how to tailor their services to meet the expectations and needs of their constituents. Feedback from both stakeholders inside and outside of one's organization is the best way to develop appropriate services. Fire departments should identify a process that can be adapted for their specific organization to ensure proper identification and clarification of stakeholders. Stakeholder satisfaction is the key to continued long term community support.

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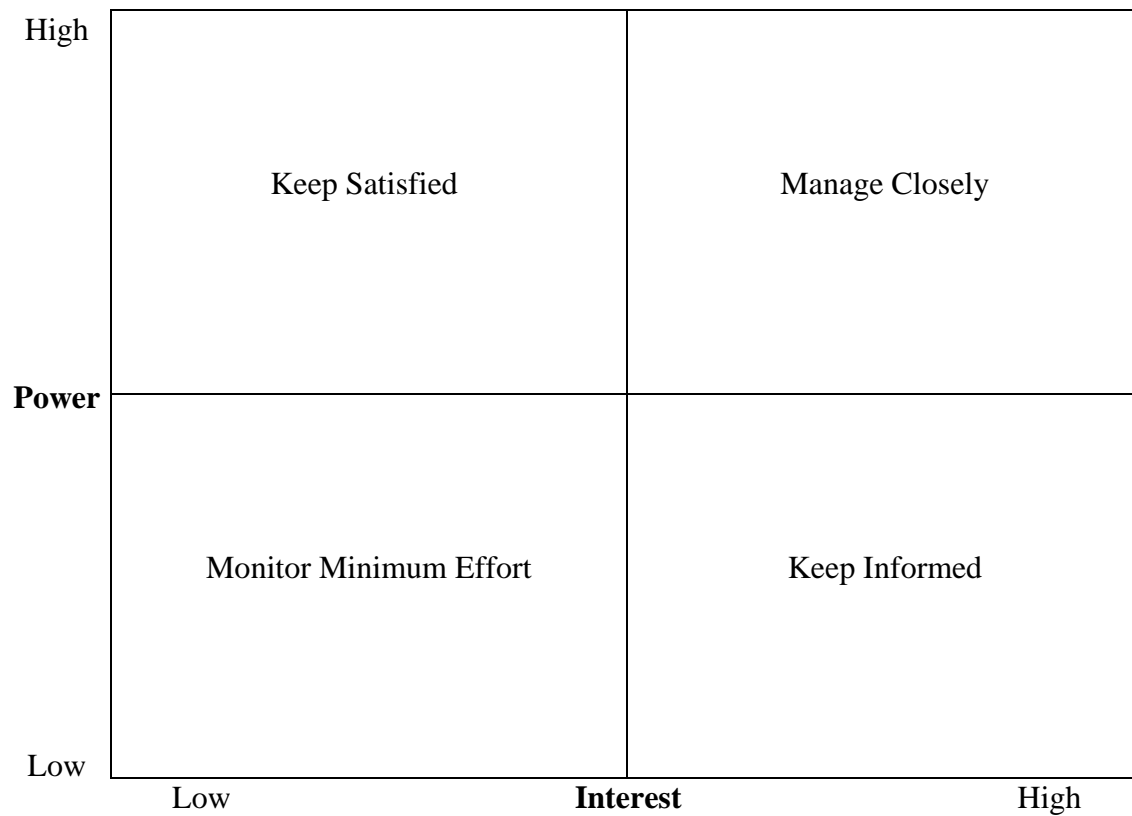
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Appendix A

Power/Interest Grid for Stakeholder Prioritization



Note. From “Stakeholder analysis: Winning support for your projects,” by J. Manktelow, 2003, *Mind Tools*, http://www.mindtools.com/pages/article/newPPM_07.htm. Copyright 2003 by Mind Tools. Adapted with permission.

Appendix B

Identifying Fire Department Stakeholder Survey

National Fire Academy (NFA)

Executive Fire Officer Program

Please take a moment to complete the following survey. Please fax completed surveys to 847-297-2853 prior to June 8, 2007. All respondents' names and affiliation will remain anonymous. The purpose of the survey is to obtain information that will be analyzed to identify processes that fire departments use to clarify their key stakeholders. "A *stakeholder* is any individual or group of people who may be affected by, or have special interest in, a community risk-reduction initiative" (National Fire Academy [NFA], 2005, p. SM 3-67).

1. Does your fire department/district participate in a strategic planning process?

(Circle one): Yes No

2. Does your fire department/district solicit input from key stakeholders during the planning process?

(Circle one): Yes No My department does not participate in a planning process.

3. Does your fire department/district have a process for identifying key stakeholders?

(Circle one): Yes No

Appendix B (continued)

4. Whether you use or don't use a process, which of the following factors do you consider when identifying key stakeholders?

(Circle all that apply):

Geographic Issues	Demographic Information	Social Issues
Cultural Diversity	Technological Issues	Politics
Economic Issues	Run Statistics	

5. Who do you consider to be key stakeholders of your fire department/district?

(Circle all that apply):

Residents	Elected Officials	Neighboring Fire Departments
Civic Groups	Community Leaders	Other Municipal Departments
Local Press	Union Leadership	Service Provider Competitors
Fire Department Personnel	Neighborhood Groups	

6. Can I contact you for further information if you currently have a process for identifying the key stakeholders of your department/district?

(Circle one): Yes No

If yes, please complete the following:

Name _____

Department/District _____

Phone Number _____

Email Address _____

Appendix B (continued)

7. If you would like a copy of the completed survey results, please provide your email

address: Email Address _____

Thank you for participating in the survey. If you have any questions or comments please contact me:

Richard Dobrowski, Fire Chief
North Maine Fire Protection District
Email Address: rdobrowski@nmfpd.org

Reference:

National Fire Academy. (2005). Leading Community Risk Reduction, Student Manual. (1st ed.).

Federal Emergency Management Agency, United States Fire Administration.

Emmitsburg, MD: Author.